

Affirmative Action Plan for the Recruitment, Hiring, Advancement, and Retention of Persons with Disabilities

To capture agencies' affirmative action plan for persons with disabilities (PWD) and persons with targeted disabilities (PWTD), EEOC regulations (29 C.F.R. § 1614.203(e)) and MD-715 require agencies to describe how their affirmative action plan will improve the recruitment, hiring, advancement, and retention of applicants and employees with disabilities.

Section I: Efforts to Reach Regulatory Goals

EEOC regulations (29 CFR §1614.203(d)(7)) require agencies to establish specific numerical goals for increasing the participation of persons with disabilities and persons with targeted disabilities in the federal government

1. Using the goal of 12% as the benchmark, does your agency have a trigger involving PWD by grade level cluster in the permanent workforce? If "yes", describe the trigger(s) in the text box.

a. Cluster GS-1 to GS-10 (PWD) Answer No

b. Cluster GS-11 to SES (PWD) Answer Yes

The percentage of PWD in FY 2018 for the GS-11 to SES cluster is 8.4%. The percentage has increased by 0.2% from FY 2017.

*For GS employees, please use two clusters: GS-1 to GS-10 and GS-11 to SES, as set forth in 29 C.F.R. § 1614.203(d)(7). For all other pay plans, please use the approximate grade clusters that are above or below GS-11 Step 1 in the Washington, DC metropolitan region.

2. Using the goal of 2% as the benchmark, does your agency have a trigger involving PWTD by grade level cluster in the permanent workforce? If "yes", describe the trigger(s) in the text box.

a. Cluster GS-1 to GS-10 (PWTD) Answer No

b. Cluster GS-11 to SES (PWTD) Answer Yes

The percentage of PWTD in FY 2018 for the GS-11 to SES cluster is 1.7%. The percentage has increased by 0.1% from FY 2017.

Grade Level Cluster(GS or Alternate Pay Planb)	Total	Reportable Disability		Targeted Disability	
	#	#	%	#	%
Numerical Goal	--	12%		2%	
Grades GS-1 to GS-10	1778	274	15.41	70	3.94
Grades GS-11 to SES	5240	438	8.36	87	1.66

3. Describe how the agency has communicated the numerical goals to the hiring managers and/or recruiters.

The Directorate and hiring managers received numerical goals, and monthly progress reports in briefings on the changes in workforce participation rates. The Director, FWS identified specific priorities and action items with the Directorate, regarding their responsibilities for the annual hiring goal for PWD and PWTD.

Section II: Model Disability Program

Pursuant to 29 C.F.R. § 1614.203(d)(1), agencies must ensure sufficient staff, training and resources to recruit and hire persons with disabilities and persons with targeted disabilities, administer the reasonable accommodation program and special emphasis program, and oversee any other disability hiring and advancement program the agency has in place.

A. PLAN TO PROVIDE SUFFICIENT & COMPETENT STAFFING FOR THE DISABILITY PROGRAM

1. Has the agency designated sufficient qualified personnel to implement its disability program during the reporting period? If “no”, describe the agency’s plan to improve the staffing for the upcoming year.

Answer Yes

2. Identify all staff responsible for implementing the agency's disability employment program by the office, staff employment status, and responsible official.

Disability Program Task	# of FTE Staff By Employment Status			Responsible Official (Name, Title, Office Email)
	Full Time	Part Time	Collateral Duty	
Processing applications from PWD and PWTD	0	24	0	Human Resources Specialists, Office for Human Resources
Architectural Barriers Act Compliance	1	2	0	Ronald_Niemann@fws.gov
Answering questions from the public about hiring authorities that take disability into account	1	24	0	Bill Fuller, Accountability Officer/Human Resources Bill_Fuller@fws.gov
Special Emphasis Program for PWD and PWTD	1	7	0	Julia Bumbaca Office of Diversity and Inclusive Workforce Management Julia_Bumbaca@fws.gov
Section 508 Compliance	1	0	8	Keon Sheffield, National Section 508 Keon_sheffield@fws.gov
Processing reasonable accommodation requests from applicants and employees	1	7	0	Aaron Aragon, Employee Relations Aaron_Aragon@fws.gov

3. Has the agency provided disability program staff with sufficient training to carry out their responsibilities during the reporting period? If “yes”, describe the training that disability program staff have received. If “no”, describe the training planned for the upcoming year.

Answer Yes

• Facilitated Reasonable Accommodation and Personal Assistance Services training to disability program staff • Provided targeted recruitment strategies and best practices for increasing the recruitment of PWD and PWTD for positions GS-11 and above • Disability program staff were provided webinars conducted by EEOC and the Job Accommodations Network

B. PLAN TO ENSURE SUFFICIENT FUNDING FOR THE DISABILITY PROGRAM

Has the agency provided sufficient funding and other resources to successfully implement the disability program during the reporting period? If “no”, describe the agency’s plan to ensure all aspects of the disability program have sufficient funding and other resources.

Answer Yes

Section III: Program Deficiencies In The Disability Program

Section IV: Plan to Recruit and Hire Individuals with Disabilities

Pursuant to 29 C.F.R. §1614.203(d)(1)(i) and (ii), agencies must establish a plan to increase the recruitment and hiring of individuals with disabilities. The questions below are designed to identify outcomes of the agency's recruitment program plan for PWD and PWTD

A. PLAN TO IDENTIFY JOB APPLICATIONS WITH DISABILITIES

1. Describe the programs and resources the agency uses to identify job applicants with disabilities, including individuals with targeted disabilities.

FWS established a National Targeted Recruitment Team to assist in increasing the current network of contacts and relationships with organizations that serve PWD/PWTD. FWS Workforce Recruiters and the National Targeted Recruitment Team work together to increase:

- Contacts at the Department of Aging and Rehabilitative Services, Non Paid Work Experience Program, to provide experience and potential job opportunities to individuals with targeted disabilities
- Recruiting partnerships with community, academic and governmental groups that reach individuals with targeted disabilities to maximize recruiting from all sources when filling positions GS-11 and above, including managerial and supervisory positions at grades GS-13 to GS-15 and SES
- Contacts at over 200 military/veterans, women, minority and disability affinity organizations at the Institutions of Higher Education (IHE's), America Job Centers, State Vocational Rehabilitation Agencies, Centers for Independent Living, and Employment Network Service Providers
- Contacts through the Workforce Recruitment Program (WRP) annual on-line recruitment list to identify and contact students and graduates with targeted disabilities with potential opportunities for positions before they are advertised.

2. Pursuant to 29 C.F.R. §1614.203(a)(3), describe the agency's use of hiring authorities that take disability into account (e.g., Schedule A) to recruit PWD and PWTD for positions in the permanent workforce

The Division of Human Resources and the Office of Diversity and Inclusive Workforce Management work with hiring managers to use the Schedule A appointing authority and the 30% or more disabled veterans hiring authority, to identify and hire qualified PWD and PWTD professionals for positions in the permanent workforce. FWS recruited PWD and PWTD under the 30% or more disabled veterans hiring authority at veteran career fairs sponsored by the Departments of Defense and Veterans Administration at several venues across the country. FWS recruiters and hiring managers worked with contacts at the Department of Aging and Rehabilitative Services to recruit PWD and PWTD under Schedule A or the 30% or more disabled veterans hiring authority. Vacancy announcements included statements indicating that FWS encourages and will accept applications from veterans with compensable disabilities of 30% or more.

3. When individuals apply for a position under a hiring authority that takes disability into account (e.g., Schedule A), explain how the agency (1) determines if the individual is eligible for appointment under such authority; and, (2) forwards the individual's application to the relevant hiring officials with an explanation of how and when the individual may be appointed.

(1) FWS HR specialists determine if applicants are eligible for appointment under special hiring authorities in 5 CFR §213.31.02(u). FWS HR specialists ensure that the application packages from a PWD or PWTD applicant include the following: For Schedule A Eligible candidates • Current Resume with places and dates of employment, including month/year to month/year and number of hours worked per week (e.g. 40 hours, 32 hours, etc.) • Schedule A Letter from a licensed medical professional (e.g., a physician or other medical professional duly certified by a State, the District of Columbia, or a U.S. territory, to practice medicine); a licensed vocational rehabilitation specialist (State or private); or any Federal agency, State agency, or an agency of the District of Columbia or a U.S. territory that issues or provides disability benefits as described in 5 CFR §213.3102 (3) (ii) For Eligible Disabled Veteran candidates • Current Resume with places and dates of employment, including month/year to month/year and number of hours worked per week (e.g. 40 hours, 32 hours, etc.) • Copy of DD-214, Record of Military Service (member copy 4) to determine eligibility for veterans preference and honorable discharge • Copy of SF-15 stating they have a 30% or more disability rating and are able to perform the duties of the position for which they are applying • Veterans Affairs Rating Letter that identifies the

disability percentage for the applicant. (2) HR forwards the applications to the hiring officials and meets with them to explain the hiring flexibilities and how and when the applicant may be appointed non-competitively. If the vacancy is advertised on USAJobs.gov, PWD and PWTD can apply even after the vacancy has closed. HR specialists forwards those applicants to the hiring officials and meets with them to provide guidance on the hiring authorities.

4. Has the agency provided training to all hiring managers on the use of hiring authorities that take disability into account (e.g., Schedule A)? If “yes”, describe the type(s) of training and frequency. If “no”, describe the agency’s plan to provide this training.

Answer Yes

Formal and informal training on the use of the hiring authorities that take disability into account was provided to managers and supervisors during the year as part of the mandatory annual 8 hour EEO and Diversity training requirements. Training was conducted quarterly and annually for hiring managers during the Advanced Supervision Course conducted at the National Conservation Training Center. Managers and hiring officials are individually provided guidance and training from Human Resources and Workforce Recruiters on the use of special hiring authorities to directly appoint PWD and PWTD.

B. PLAN TO ESTABLISH CONTACTS WITH DISABILITY EMPLOYMENT ORGANIZATIONS

Describe the agency’s efforts to establish and maintain contacts with organizations that assist PWD, including PWTD, in securing and maintaining employment.

• Recruited at career fairs on military bases and Institutions of Higher Education (IHE) to identify qualified PWDs and PWTDs for employment • Established and maintained contacts with various disabled veterans’ organizations, centralized veterans’ applicant referral services on military bases, the Disabled American Veterans National Service Offices and FedWorld Gateway National Technical Information Services • Created a database of over 300 U.S. military installations, Veterans Employment Service, state job offices, and veterans’ assistance centers nationwide • Developed a working relationship with veterans’ groups to promote employment of PWD and PWTD

C. PROGRESSION TOWARDS GOALS (RECRUITMENT AND HIRING)

1. Using the goals of 12% for PWD and 2% for PWTD as the benchmarks, do triggers exist for PWD and/or PWTD among the new hires in the permanent workforce? If “yes”, please describe the triggers below.

a. New Hires for Permanent Workforce (PWD) Answer No

b. New Hires for Permanent Workforce (PWTD) Answer No

New Hires	Total (#)	Reportable Disability		Targeted Disability	
		Permanent Workforce (%)	Temporary Workforce (%)	Permanent Workforce (%)	Temporary Workforce (%)
% of Total Applicants	0				
% of Qualified Applicants	0				
% of New Hires	481	2.91	4.57	0.62	1.04

2. Using the qualified applicant pool as the benchmark, do triggers exist for PWD and/or PWTD among the new hires for any of the mission- critical occupations (MCO)? If “yes”, please describe the triggers below. Select “n/a” if the applicant data is not available for your agency, and describe your plan to provide the data in the text box.

a. New Hires for MCO (PWD)

Answer No

b. New Hires for MCO (PWTD)

Answer No

New Hires to Mission-Critical Occupations	Total (#)	Reportable Disability		Targetable Disability	
		Qualified Applicants (%)	New Hires (%)	Qualified Applicants (%)	New Hires (%)
Numerical Goal	--	12%		2%	
0401GENERAL NATURAL RESOURCES MANAGEMENT & BIOLOGICAL SCIENCE	0	0.00	0.00	0.00	0.00
0404BIOLOGICAL SCIENCE TECHNICIAN	0	0.00	0.00	0.00	0.00
0480FISH & WILDLIFE ADMINISTRATION	0	0.00	0.00	0.00	0.00
0482FISH BIOLOGY	0	0.00	0.00	0.00	0.00
0485WILDLIFE REFUGE MANAGEMENT	0	0.00	0.00	0.00	0.00
0486WILDLIFE BIOLOGY	0	0.00	0.00	0.00	0.00
1801LAND MANAGEMENT LAW ENFORCEMENT	0	0.00	0.00	0.00	0.00
1811CRIMINAL INVESTIGATION	0	0.00	0.00	0.00	0.00

3. Using the relevant applicant pool as the benchmark, do triggers exist for PWD and/or PWTD among the qualified internal applicants for any of the mission-critical occupations (MCO)? If “yes”, please describe the triggers below. Select “n/a” if the applicant data is not available for your agency, and describe your plan to provide the data in the text box.

a. Qualified Applicants for MCO (PWD)

Answer No

b. Qualified Applicants for MCO (PWTD)

Answer No

4. Using the qualified applicant pool as the benchmark, do triggers exist for PWD and/or PWTD among employees promoted to any of the mission-critical occupations (MCO)? If “yes”, please describe the triggers below. Select “n/a” if the applicant data is not available for your agency, and describe your plan to provide the data in the text box.

a. Promotions for MCO (PWD)

Answer No

b. Promotions for MCO (PWTD)

Answer No

Section V: Plan to Ensure Advancement Opportunities for Employees with Disabilities

Pursuant to 29 C.F.R. §1614.203(d)(1)(iii), agencies are required to provide sufficient advancement opportunities for employees with disabilities. Such activities might include specialized training and mentoring programs, career development opportunities, awards programs, promotions, and similar programs that address advancement. In this section, agencies should identify, and provide data on programs designed to ensure advancement opportunities for employees with disabilities.

A. ADVANCEMENT PROGRAM PLAN

Describe the agency's plan to ensure PWD, including PWTD, have sufficient opportunities for advancement.

• Managers and supervisors are required to adhere to FWS policy on the development and establishment of Individual Development Plans (IDPs) for each employee, supervisor, and manager. The National Conservation Training Center (NCTC) and the Office of Human Resources send periodic reminders and resources to all employees regarding their IDPs and an interactive course guide to help employees design the best plan for their desired competencies. IDPs at FWS include formal and informal training and mentoring programs, and career development opportunities, such as, details, shadowing, temporary promotions and experiential learning opportunities. • FWS also develops one-year training plans for eligible veterans with a 30% or more disability rating who have been hired under the Veterans Readjustment Appointment.

B. CAREER DEVELOPMENT OPPORTUNITIES

1. Please describe the career development opportunities that the agency provides to its employees.

FWS promotes two formal career development programs nationwide to develop its next cadre of leaders. Participants in these programs are selected by a merit selection process. In FY 2018, the Service solicited applications for two competitive leadership development programs. The Stepping Up To Leadership (SUTL) Program was open to employees in GS-11/12 positions and the Advanced Leadership Development Program (ALDP) was open to GS-13/14 employees. Also, the Department of the Interior solicited applications for a Department-level SES candidate development program. Statistical analysis shows that for all three programs, employees with targeted disabilities applied in numbers which were consistent with their participation in the pool of eligibles and were selected in numbers which were consistent with their participation in the pool of applicants. This was also true for all employees with reportable disabilities. It is noteworthy that two of the 24 selected for the very competitive ALDP program have targeted disabilities.

2. In the table below, please provide the data for career development opportunities that require competition and/or supervisory recommendation/ approval to participate.

Career Development Opportunities	Total Participants		PWD		PWTD	
	Applicants (#)	Selectees (#)	Applicants (%)	Selectees (%)	Applicants (%)	Selectees (%)
Mentoring Programs						
Fellowship Programs						
Internship Programs						
Training Programs	180	48	6.1%	4.2%	0.6%	0.0%
Detail Programs						
Coaching Programs						
Other Career Development Programs	63	24	4.8%	8.3%	4.8%	8.3%

3. Do triggers exist for PWD among the applicants and/or selectees for any of the career development programs? (The appropriate benchmarks are the relevant applicant pool for the applicants and the applicant pool for selectees.) If "yes",

describe the trigger(s) in the text box. Select “n/a” if the applicant data is not available for your agency, and describe your plan to provide the data in the text box.

a. Applicants (PWD)

Answer No

b. Selections (PWD)

Answer No

The table above displays information for two career development programs. 1. Applicant and Selectee numbers for the Advanced Leadership Development Program (ALDP) are under "Training Programs". 2. Applicant and Selectee numbers for the Stepping Up to Leadership Program (SUTL) are under "Other Career Development Programs".

4. Do triggers exist for PWTB among the applicants and/or selectees for any of the career development programs? (The appropriate benchmarks are the relevant applicant pool for the applicants and the applicant pool for selectees.) If “yes”, describe the trigger(s) in the text box. Select “n/a” if the applicant data is not available for your agency, and describe your plan to provide the data in the text box.

a. Applicants (PWTB)

Answer No

b. Selections (PWTB)

Answer No

C. AWARDS

1. Using the inclusion rate as the benchmark, does your agency have a trigger involving PWD and/or PWTB for any level of the time-off awards, bonuses, or other incentives? If “yes”, please describe the trigger(s) in the text box.

a. Awards, Bonuses, & Incentives (PWD)

Answer No

b. Awards, Bonuses, & Incentives (PWTB)

Answer No

Time-Off Awards	Total (#)	Reportable Disability %	Without Reportable Disability %	Targeted Disability %	Without Targeted Disability %
Time-Off Awards: 1-9 hours : Total Time-Off Awards Given	304	11.18	86.18	0.66	10.53
Time-Off Awards: 9+ hours : Total Time-Off Awards Given	2849	10.42	85.68	2.42	8.00

Cash Awards	Total (#)	Reportable Disability %	Without Reportable Disability %	Targeted Disability %	Without Targeted Disability %
Cash Awards: \$100 - \$500: Total Cash Awards Given	1101	12.17	87.83	1.63	10.54
Cash Awards: \$501+: Total Cash Awards Given	6337	9.44	90.56	1.70	7.73

2. Using the inclusion rate as the benchmark, does your agency have a trigger involving PWD and/or PWTB for quality step increases or performance- based pay increases? If “yes”, please describe the trigger(s) in the text box.

a. Pay Increases (PWD)

Answer No

b. Pay Increases (PWTB)

Answer No

Other Awards	Total (#)	Reportable Disability %	Without Reportable Disability %	Targeted Disability %	Without Targeted Disability %
Quality Step Increases (QSI): Total QSIs Awarded	367	8.45	91.55	1.36	7.08
Performance Based Pay Increase	0	0.00	0.00	0.00	0.00

3. If the agency has other types of employee recognition programs, are PWD and/or PWTD recognized disproportionately less than employees without disabilities? (The appropriate benchmark is the inclusion rate.) If “yes”, describe the employee recognition program and relevant data in the text box.

a. Other Types of Recognition (PWD) Answer N/A

b. Other Types of Recognition (PWTD) Answer N/A

D. PROMOTIONS

1. Does your agency have a trigger involving PWD among the qualified internal applicants and/or selectees for promotions to the senior grade levels? (The appropriate benchmarks are the relevant applicant pool for qualified internal applicants and the qualified applicant pool for selectees.) For non-GS pay plans, please use the approximate senior grade levels. If “yes”, describe the trigger(s) in the text box. Select “n/a” if the applicant data is not available for your agency, and describe your plan to provide the data in the text box.

a. SES

i. Qualified Internal Applicants (PWD) Answer No

ii. Internal Selections (PWD) Answer No

b. Grade GS-15

i. Qualified Internal Applicants (PWD) Answer No

ii. Internal Selections (PWD) Answer No

c. Grade GS-14

i. Qualified Internal Applicants (PWD) Answer No

ii. Internal Selections (PWD) Answer No

d. Grade GS-13

i. Qualified Internal Applicants (PWD) Answer No

ii. Internal Selections (PWD) Answer No

2. Does your agency have a trigger involving PWTD among the qualified internal applicants and/or selectees for promotions to the senior grade levels? (The appropriate benchmarks are the relevant applicant pool for qualified internal applicants and the qualified applicant pool for selectees.) For non-GS pay plans, please use the approximate senior grade levels. If “yes”, describe the trigger(s) in the text box. Select “n/a” if the applicant data is not available for your agency, and describe your plan to provide the data in the text box.

a. SES

i. Qualified Internal Applicants (PWTD) Answer No

ii. Internal Selections (PWTD) Answer No

b. Grade GS-15

i. Qualified Internal Applicants (PWTD)	Answer	No
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ii. Internal Selections (PWTD)	Answer	No
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c. Grade GS-14

i. Qualified Internal Applicants (PWTD)	Answer	No
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ii. Internal Selections (PWTD)	Answer	No
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d. Grade GS-13

i. Qualified Internal Applicants (PWTD)	Answer	No
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ii. Internal Selections (PWTD)	Answer	No
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3. Using the qualified applicant pool as the benchmark, does your agency have a trigger involving PWD among the new hires to the senior grade levels? For non-GS pay plans, please use the approximate senior grade levels. If “yes”, describe the trigger(s) in the text box. Select “n/a” if the applicant data is not available for your agency, and describe your plan to provide the data in the text box.

a. New Hires to SES (PWD)	Answer	No
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b. New Hires to GS-15 (PWD)	Answer	No
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c. New Hires to GS-14 (PWD)	Answer	No
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d. New Hires to GS-13 (PWD)	Answer	No
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4. Using the qualified applicant pool as the benchmark, does your agency have a trigger involving PWTD among the new hires to the senior grade levels? For non-GS pay plans, please use the approximate senior grade levels. If “yes”, describe the trigger(s) in the text box. Select “n/a” if the applicant data is not available for your agency, and describe your plan to provide the data in the text box.

a. New Hires to SES (PWTD)	Answer	No
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b. New Hires to GS-15 (PWTD)	Answer	No
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c. New Hires to GS-14 (PWTD)	Answer	No
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d. New Hires to GS-13 (PWTD)	Answer	No
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5. Does your agency have a trigger involving PWD among the qualified internal applicants and/or selectees for promotions to supervisory positions? (The appropriate benchmarks are the relevant applicant pool for qualified internal applicants and the qualified applicant pool for selectees.) If “yes”, describe the trigger(s) in the text box. Select “n/a” if the applicant data is not available for your agency, and describe your plan to provide the data in the text box.

a. Executives

i. Qualified Internal Applicants (PWD)	Answer	No
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ii. Internal Selections (PWD)	Answer	No
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b. Managers

i. Qualified Internal Applicants (PWD)	Answer	No
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ii. Internal Selections (PWD)	Answer	No
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c. Supervisors

i. Qualified Internal Applicants (PWD)	Answer	No
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ii. Internal Selections (PWD)	Answer	No
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N/A

6. Does your agency have a trigger involving PWTD among the qualified internal applicants and/or selectees for promotions to supervisory positions? (The appropriate benchmarks are the relevant applicant pool for qualified internal applicants and the qualified applicant pool for selectees.) If “yes”, describe the trigger(s) in the text box. Select “n/a” if the applicant data is not available for your agency, and describe your plan to provide the data in the text box.

a. Executives

i. Qualified Internal Applicants (PWTD)	Answer	No
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ii. Internal Selections (PWTD)	Answer	No
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b. Managers

i. Qualified Internal Applicants (PWTD)	Answer	No
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ii. Internal Selections (PWTD)	Answer	No
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c. Supervisors

i. Qualified Internal Applicants (PWTD)	Answer	No
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ii. Internal Selections (PWTD)	Answer	No
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7. Using the qualified applicant pool as the benchmark, does your agency have a trigger involving PWD among the selectees for new hires to supervisory positions? If “yes”, describe the trigger(s) in the text box. Select “n/a” if the applicant data is not available for your agency, and describe your plan to provide the data in the text box.

a. New Hires for Executives (PWD)	Answer	No
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b. New Hires for Managers (PWD)	Answer	No
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c. New Hires for Supervisors (PWD)	Answer	No
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8. Using the qualified applicant pool as the benchmark, does your agency have a trigger involving PWTD among the selectees for new hires to supervisory positions? If “yes”, describe the trigger(s) in the text box. Select “n/a” if the applicant data is not available for your agency, and describe your plan to provide the data in the text box.

a. New Hires for Executives (PWTD)	Answer	No
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b. New Hires for Managers (PWTD)	Answer	No
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c. New Hires for Supervisors (PWTD)	Answer	No
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Section VI: Plan to Improve Retention of Persons with Disabilities

To be model employer for persons with disabilities, agencies must have policies and programs in place to retain employees with disabilities. In this section, agencies should: (1) analyze workforce separation data to identify barriers retaining employees with disabilities; (2) describe efforts to ensure accessibility of technology and facilities; and (3) provide information on the reasonable accommodation program and workplace assistance services.

A. VOLUNTARY AND INVOLUNTARY SEPARATIONS

1. In this reporting period, did the agency convert all eligible Schedule A employees with a disability into the competitive service after two years of satisfactory service (5 C.F.R. § 213.3102(u)(6)(i))? If “no”, please explain why the agency did not convert all eligible Schedule A employees.

Answer Yes

FWS prepared a quarterly analysis of eligible employees ready for conversion and coordinates with the Human Resources Specialist to remind the supervisor. FWS had seven eligible Schedule A employees with a disability in the competitive service during FY 2018 that were awaiting conversion after the two years of satisfactory service. Four conversions were processed and three are currently in Human Resources completing their processing.

2. Using the inclusion rate as the benchmark, did the percentage of PWD among voluntary and involuntary separations exceed that of persons without disabilities? If “yes”, describe the trigger below.

a. Voluntary Separations (PWD)

Answer Yes

b. Involuntary Separations (PWD)

Answer Yes

Statistical analysis shows that significantly more persons with reportable disabilities left the FWS than would have been expected by an equal-probability statistical model based on their participation in the permanent workforce at the beginning of the fiscal year. This was true for voluntary separations, for involuntary separations, and for all separations combined.

Separations	Total #	Reportable Disabilities %	Without Reportable Disabilities %
Permenant Workforce	8040	10.32	89.68
Total Separations	743	13.46	86.54
Voluntary Separations	724	13.12	86.88
Involuntary Separations	19	26.32	73.68

3. Using the inclusion rate as the benchmark, did the percentage of PWTD among voluntary and involuntary separations exceed that of persons without targeted disabilities? If “yes”, describe the trigger below.

a. Voluntary Separations (PWTD)

Answer Yes

b. Involuntary Separations (PWTD)

Answer Yes

Statistical analysis shows that significantly more persons with reportable targeted disabilities left the FWS than would have been expected by an equal-probability statistical model based on their participation in the permanent workforce at the beginning of the fiscal year. This was true for voluntary separations, for involuntary separations, and for all separations combined.

Separations	Total #	Targeted Disabilities %	Without Targeted Disabilities %
Permenant Workforce	8040	2.18	97.82
Total Separations	743	3.10	96.90

Seperations	Total #	Targeted Disabilities %	Without Targeted Disabilities %
Voluntary Separations	724	2.90	97.10
Involuntary Separations	19	10.53	89.47

- If a trigger exists involving the separation rate of PWD and/or PWTD, please explain why they left the agency using exit interview results and other data sources.

Currently, the FWS Employee Exit Survey does not collect information on Appointment Type, therefore, permanent vs. temporary responses cannot be analyzed separately. However, the responses to the Employee Exit Survey questions are reviewed by the Barrier Analysis Team in addition to other data sources, such as, MD-715 Table B 14, and complaint and grievance data, to identify triggers. A report of the triggers identified and objectives for barrier analysis corrective action are reported in Section VII: Identification and Removal of Barriers.

B. ACCESSIBILITY OF TECHNOLOGY AND FACILITIES

Pursuant to 29 CFR §1614.203(d)(4), federal agencies are required to inform applicants and employees of their rights under Section 508 of the Rehabilitation Act of 1973 (29 U.S.C. § 794(b), concerning the accessibility of agency technology, and the Architectural Barriers Act of 1968 (42 U.S.C. § 4151-4157), concerning the accessibility of agency facilities. In addition, agencies are required to inform individuals where to file complaints if other agencies are responsible for a violation.

- Please provide the internet address on the agency's public website for its notice explaining employees' and applicants' rights under Section 508 of the Rehabilitation Act, including a description of how to file a complaint.

DOI's Section 508 policies and guidelines are provided at: <https://www.doi.gov/ocio/section508> Complaints must be submitted in writing to DOI's Office of Civil Rights (OCR) at the following address: U.S. Department of the Interior Attn: Director, Office of Civil Rights 1849 C Street, N.W. Washington, D.C. 20240

- Please provide the internet address on the agency's public website for its notice explaining employees' and applicants' rights under the Architectural Barriers Act, including a description of how to file a complaint.

How to File a Public Civil Rights (PCR) Complaint: Within 180 days of the date of the alleged discrimination, a signed, written complaint should be filed with the Director, Office of Civil Rights, Department of the Interior, 1849 C Street, NW Washington, DC, 20240. The complaint should include your name, address, zip code, and telephone number; the name and address of the alleged discriminatory official(s) and/or public entity; the nature of the complaint, the basis of the complaint (race, color, national origin, gender, age, sex and/or disability), and the date the alleged discrimination occurred. If the alleged discrimination occurred outside DOI jurisdiction, we will forward your complaint to the State or Federal agency that has jurisdiction. You can read more about the PCR complaint process in Civil Rights Directive 2011-01 on the following web page: <https://www.doi.gov/pmb/eo/Public-Civil-Rights>

- Describe any programs, policies, or practices that the agency has undertaken, or plans on undertaking over the next fiscal year, designed to improve accessibility of agency facilities and/or technology.

FWS has centralized the resources of 504 site reviews to more efficiently accomplish them agency-wide. Accessibility data and reports are collected from the Refuges Program. FWS is continuing to develop a new accessibility module in the Service Asset Management Inventory (SAMI) system. This module will make accessibility information available to facility managers FWS-wide.

C. REASONABLE ACCOMMODATION PROGRAM

Pursuant to 29 C.F.R. § 1614.203(d)(3), agencies must adopt, post on their public website, and make available to all job applicants and employees, reasonable accommodation procedures.

- Please provide the average time frame for processing initial requests for reasonable accommodations during the reporting period. (Please do not include previously approved requests with repetitive accommodations, such as interpreting services.)

The average number of business days to grant an accommodation is 5 days. The average number of business days to implement an accommodation is 15 days.

2. Describe the effectiveness of the policies, procedures, or practices to implement the agency's reasonable accommodation program. Some examples of an effective program include timely processing requests, timely providing approved accommodations, conducting training for managers and supervisors, and monitoring accommodation requests for trends.

The Director and Directorate members are responsible for implementing Departmental policy and procedures for Reasonable Accommodations and Personal Assistance Services (RA/PAS) within their Regions/programs and for ensuring that sufficient resources are available for providing RAs to qualified individuals with disabilities and PAS for individuals with targeted disabilities. In FY 2018, all managers and supervisors were required to complete one hour of RA/PAS training. FWS provided training for all employees. The Disability Program Manager and HR Specialists consulted with supervisors to ensure that requests for RA/PAS were processed in a timely manner. Requests for RA/PAS were also collected, tracked, and monitored for trends. FWS follows the Department of the Interior (Department) policies that direct bureaus and offices: (1) Personnel Bulletin 14-01, Reasonable Accommodation for Individuals with Disabilities; (2) Personnel Bulletin 08-09, Procedures for Conducting a Department-wide Search and Position Reassignment for Cases Involving Reasonable Accommodations; and (3) Personnel Bulletin 17-18, Personal Assistance Services Procedures. Per the Department's Interim Compliance Report letter to the EEOC, dated September 28, 2018, as it pertains to the Department's submission of updated reasonable accommodation procedures, the Department has completed an update of its reasonable accommodation policy and procedures, which is in draft. Ms. Tyvonia Ward, Division Chief, Affirmative Employment Program, in the Department's Office of Civil Rights (OCR) is actively working with the Department's Reasonable Accommodation Community of Practice, and the Office of Human Resources Director, Workforce Relations Division, to review the draft to ensure it complies with the EEOC's regulations at 29 C.F.R. § 1614.203(d)(3) issued on January 3, 2017, requiring agencies to adopt reasonable accommodation procedures that meet the twenty minimum requirements outlined in the regulation. Per the Department's Interim Compliance Report, OCR will provide a supplemental Compliance Report to the OFO in January 2019, updating the Department's progress in correcting these deficiencies.

D. PERSONAL ASSISTANCE SERVICES ALLOWING EMPLOYEES TO PARTICIPATE IN THE WORKPLACE

Pursuant to 29 CFR §1614.203(d)(5), federal agencies, as an aspect of affirmative action, are required to provide personal assistance services (PAS) to employees who need them because of a targeted disability, unless doing so would impose an undue hardship on the agency.

Describe the effectiveness of the policies, procedures, or practices to implement the PAS requirement. Some examples of an effective program include timely processing requests for PAS, timely providing approved services, conducting training for managers and supervisors, and monitoring PAS requests for trends.

EEOC amended the regulations implementing Section 501 of the Rehabilitation Act of 1973 requiring all Federal Agencies to provide PAS beginning on January 3, 2018. FWS met this deadline with an all employee message issued on December 13, 2017, that included a fact sheet for new PAS procedures and a requirement that all managers and supervisors complete one hour of RA/PAS training in FY 2018. FWS also funded the deployment of training for all employees that included webcasts conducted by EEOC and online training on InsideFWS, which was well received. The Disability Program Manager responded to PAS questions from supervisors and employees throughout FY 2018. PAS requests were also tracked and monitored for FY 2018.

Section VII: EEO Complaint and Findings Data

A. EEO COMPLAINT DATA INVOLVING HARASSMENT

1. During the last fiscal year, did a higher percentage of PWD file a formal EEO complaint alleging harassment, as compared to the governmentwide average?

Answer No

2. During the last fiscal year, did any complaints alleging harassment based on disability status result in a finding of discrimination or a settlement agreement?

Answer No

3. If the agency had one or more findings of discrimination alleging harassment based on disability status during the last fiscal year, please describe the corrective measures taken by the agency.

N/A

B. EEO COMPLAINT DATA INVOLVING REASONABLE ACCOMMODATION

1. During the last fiscal year, did a higher percentage of PWD file a formal EEO complaint alleging failure to provide a reasonable accommodation, as compared to the government-wide average?

Answer No

2. During the last fiscal year, did any complaints alleging failure to provide reasonable accommodation result in a finding of discrimination or a settlement agreement?

Answer No

3. If the agency had one or more findings of discrimination involving the failure to provide a reasonable accommodation during the last fiscal year, please describe the corrective measures taken by the agency.

N/A

Section VIII: Identification and Removal of Barriers

Element D of MD-715 requires agencies to conduct a barrier analysis when a trigger suggests that a policy, procedure, or practice may be impeding the employment opportunities of a protected EEO group.

1. Has the agency identified any barriers (policies, procedures, and/or practices) that affect employment opportunities for PWD and/or PWTD?

Answer Yes

2. Has the agency established a plan to correct the barrier(s) involving PWD and/or PWTD?

Answer Yes

3. Identify each trigger and plan to remove the barrier(s), including the identified barrier(s), objective(s), responsible official(s), planned activities, and, where applicable, accomplishments

STATEMENT OF CONDITION THAT WAS A TRIGGER FOR A POTENTIAL BARRIER: Provide a brief narrative describing the condition at issue. How was the condition recognized as a potential barrier?	Inclusion Rate in the GS-11 to SES Cluster • The percentage of PWD in the GS-11 to SES cluster is 8.4%, which falls below the goal of 12%. • The percentage of PWTD in the GS-11 to SES cluster is 1.7%, which falls below the goal of 2%.																			
STATEMENT OF BARRIER GROUPS:	Barrier Group People with Disabilities People with Targeted Disabilities																			
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STATEMENT OF IDENTIFIED BARRIER: Provide a succinct statement of the agency policy, procedure or practice that has been determined to be the barrier of the undesired condition.	A history of inconsistent and disconnected communications strategy on FWS D&I plan and core values is inhibiting FWS-wide understanding and buy-in																			
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11/30/2018	Roll out Dignity and Respect (D&R) Campaign.	Yes		11/30/2018
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06/01/2019	Present workplace culture and accountability communication strategy to FWS Directorate.	Yes		
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Fiscal Year	Accomplishments
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2018	<p>Develop objectives for the Targeted Recruitment Team (TRT).</p> <p>The TRT objectives are:</p> <ul style="list-style-type: none"> • Identify any barriers in recruitment and hiring • Improve targeted recruitment efforts by addressing any barriers with inconsistent and decentralized recruitment, interview, and selection processes • Identify, share, and implement successful techniques for targeted recruitment • Report outcomes to the Chief, Office of Diversity and Inclusive Workforce Management (ODIWM) • Support efforts for implementing the internal communication strategy on FWS Diversity and Inclusion Implementation Plan and core values
2018	<p>Roll out D&R Campaign.</p> <p>In FY 2018, the Directorate, FWS approved the use of resources to kick start the design of an FWS-wide D&R campaign. The goal of the campaign is to build and sustain a more inclusive workplace. The DCAs designed a communication plan for a D&R campaign in collaboration with External Affairs and ODIWM. FWS identified Jody Holzworth, Deputy Regional Director, Pacific Region, to lead the campaign. The roll out of the campaign began with a presentation to the Directorate. Headquarters and Regional External Affairs staff will coordinate on communication efforts for the rollout.</p>
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2018	<p>Encourage supervisors to cover professional development topics with all employees.</p> <p>The Diversity Program Manager speaks to current supervisors that are training at NCTC to ensure access for all employees to professional development opportunities for all employees. NCTC sent a message to all employees reminding them to complete an Individual Development Plan (IDP) along with an interactive course guide to help employees design the best plan for their desired competencies. In FY 2018, professional development was the focus of special emphasis observance events. These events were broadcasted live across FWS as result of the ODIWM reorganization to a national enterprise. The D&R Campaign communication plan includes promoting the professional development of all employees.</p>
2018	<p>Assess current state of employment brand and communication for candidates.</p> <p>As a result of the reorganization of ODIWM to a national enterprise, the Recruitment Team now speaks to external candidates with centrally vetted messages, a departure from the fragmented communications of the previous business model. The recruitment team keeps a central database, which includes contacts from natural resources departments, student affinity groups, and professional organizations representing diverse groups including veterans and individuals with disabilities. This database consists of 600 professional contacts, including the 191 contacts with veterans and other disability organizations. The database also contains contact info of 1200 current and graduate students interested in receiving information about FWS opportunities. Instead of sending many individual announcement messages, the team sends one message that includes a link to all FWS positions currently open. This ensures consistency of information to a diverse number of contacts. Periodically, the recruiters will send messages that include information on scholarship and federal research opportunities. Messages include information about careers at FWS, and a link to the Human Capital site which includes information about benefits, pay and leave, work/life programs, and FWS social media (e.g. Facebook, Twitter). Each message has a link to an online sign-up sheet to maximize the potential of reaching new candidates long-term if the messages are shared outside the contacts within the existing database.</p>
<p>BARRIER ANALYSIS:</p> <p>Provide a description of the steps taken and data analyzed to determine cause of the condition.</p>	
<p>STATEMENT OF IDENTIFIED BARRIER:</p> <p>Provide a succinct statement of the agency policy, procedure or practice that has been determined to be the barrier of the undesired condition.</p>	
<p>Diversity and Inclusion (D&I) is facing resistance from the existing organizational culture. Misinformation, perceptions, and resistance to the perspective of others have not been addressed, and are undermining or limiting the effectiveness of D&I initiatives. D&I initiatives also face resistance due to perceived unintended consequences related to equal employment opportunity mandates</p>	

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2018	<p>Encourage supervisors to cover professional development topics with all employees.</p> <p>The Diversity Program Manager speaks to current supervisors that are training at NCTC to ensure access for all employees to professional development opportunities for all employees. NCTC sent a message to all employees reminding them to complete an Individual Development Plan (IDP) along with an interactive course guide to help employees design the best plan for their desired competencies. In FY 2018, professional development was the focus of special emphasis observance events. These events were broadcasted live across FWS as result of the ODIWM reorganization to a national enterprise. The D&R Campaign communication plan includes promoting the professional development of all employees.</p>
2018	<p>Assess current state of employment brand and communication for candidates.</p> <p>As a result of the reorganization of ODIWM to a national enterprise, the Recruitment Team now speaks to external candidates with centrally vetted messages, a departure from the fragmented communications of the previous business model. The recruitment team keeps a central database, which includes contacts from natural resources departments, student affinity groups, and professional organizations representing diverse groups including veterans and individuals with disabilities. This database consists of 600 professional contacts, including the 191 contacts with veterans and other disability organizations. The database also contains contact info of 1200 current and graduate students interested in receiving information about FWS opportunities. Instead of sending many individual announcement messages, the team sends one message that includes a link to all FWS positions currently open. This ensures consistency of information to a diverse number of contacts. Periodically, the recruiters will send messages that include information on scholarship and federal research opportunities. Messages include information about careers at FWS, and a link to the Human Capital site which includes information about benefits, pay and leave, work/life programs, and FWS social media (e.g. Facebook, Twitter). Each message has a link to an online sign-up sheet to maximize the potential of reaching new candidates long-term if the messages are shared outside the contacts within the existing database.</p>
<p>BARRIER ANALYSIS:</p> <p>Provide a description of the steps taken and data analyzed to determine cause of the condition.</p> <p>STATEMENT OF IDENTIFIED BARRIER:</p> <p>Provide a succinct statement of the agency policy, procedure or practice that has been determined to be the barrier of the undesired condition.</p>	
<p>Inconsistent and decentralized recruitment and selection practices have negatively influenced the ability of FWS to meet its D&I goals and effectively shape its workforce</p>	

Objective	<p>Increase communication on reasonable accommodation processes and resources available</p> <table border="1"> <tr> <td>Date Objective Initiated</td><td>Aug 31, 2018</td></tr> <tr> <td>Target Date For Completion Of Objective</td><td>Oct 15, 2019</td></tr> </table> <p>Begin roll out of a communication strategy that reduces organizational resistance to D&I goals and initiatives and addresses organizational accountability</p> <table border="1"> <tr> <td>Date Objective Initiated</td><td>Aug 31, 2018</td></tr> <tr> <td>Target Date For Completion Of Objective</td><td>Oct 15, 2019</td></tr> </table> <p>Launch a National Hiring Initiative for jobs in the GS-401, 482, 485, and 486 series</p> <table border="1"> <tr> <td>Date Objective Initiated</td><td>Aug 31, 2018</td></tr> <tr> <td>Target Date For Completion Of Objective</td><td>Oct 15, 2019</td></tr> </table>	Date Objective Initiated	Aug 31, 2018	Target Date For Completion Of Objective	Oct 15, 2019	Date Objective Initiated	Aug 31, 2018	Target Date For Completion Of Objective	Oct 15, 2019	Date Objective Initiated	Aug 31, 2018	Target Date For Completion Of Objective	Oct 15, 2019
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Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Staffing & Funding (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
08/31/2018	Promote opportunities for employees to connect to employee resource groups.	Yes		08/31/2018
09/30/2018	Develop objectives for the Targeted Recruitment Team.	Yes		06/30/2018
10/31/2018	Develop communications on topics to address “myth busting” and common misperceptions.	Yes		07/31/2018
10/31/2018	Encourage supervisors to cover professional development topics with all employees.	Yes		10/31/2018
11/30/2018	Assess current state of employment brand and communication for candidates.	Yes		09/30/2018
11/30/2018	Roll out Dignity and Respect (D&R) Campaign.	Yes		11/30/2018
05/31/2019	Increase the engagement of D&I events FWS-wide and track that engagement through performance indicators (feedback forms, participation rates, and satisfaction) in the form of a live online dashboard.	Yes		
06/30/2019	Support the participation and development of Employee Resource Groups (ERGs) at FWS level to build on progress made at the Department level by increasing outreach efforts to all employees explaining how Personnel Bulletin 17-07 on Employee Groups impacts them.	Yes		
06/30/2019	Conduct an After-Action Review of the January 2019 National Hiring Initiative.	Yes		
06/01/2019	Present workplace culture and accountability communication strategy to FWS Directorate.	Yes		
10/15/2019	Send out all-employee communication on reasonable accommodation processes, resources, and the Disability Program Manager’s contact information.	Yes		

Fiscal Year	Accomplishments
2018	<p>Develop communications on topics to address “myth busting” and common misperceptions.</p> <p>In FY 2018, the Barrier Analysis Team identified the topics and designed a communication plan tentatively titled Inspiring and Modeling Excellence in the Workforce to inform and engage employees at all levels of the organization and to emphasize their collective role in creating an accountable, positive, and productive workplace culture. It emphasizes broad themes that dovetail with other campaigns targeting workplace culture (such as Dignity & Respect and Anti-Harassment). The campaign will be presented to the Directorate, FWS as part of the annual Barrier Analysis Team briefing.</p>
2018	<p>Develop objectives for the Targeted Recruitment Team (TRT).</p> <p>The TRT objectives are:</p> <ul style="list-style-type: none"> • Identify any barriers in recruitment and hiring • Improve targeted recruitment efforts by addressing any barriers with inconsistent and decentralized recruitment, interview, and selection processes • Identify, share, and implement successful techniques for targeted recruitment • Report outcomes to the Chief, Office of Diversity and Inclusive Workforce Management (ODIWM) • Support efforts for implementing the internal communication strategy on FWS Diversity and Inclusion Implementation Plan and core values
2018	<p>Roll out D&R Campaign.</p> <p>In FY 2018, the Directorate, FWS approved the use of resources to kick start the design of an FWS-wide D&R campaign. The goal of the campaign is to build and sustain a more inclusive workplace. The DCAs designed a communication plan for a D&R campaign in collaboration with External Affairs and ODIWM. FWS identified Jody Holzworth, Deputy Regional Director, Pacific Region, to lead the campaign. The roll out of the campaign began with a presentation to the Directorate. Headquarters and Regional External Affairs staff will coordinate on communication efforts for the rollout.</p>
2018	<p>Promote opportunities for employees to connect to employee resource groups (ERGs).</p> <p>In FY 2018, FWS supported the Department of the Interior’s (DOI) new Personnel Bulletin on Employee Groups (PB 17-07) which established procedures for employees to request certification for new ERGs.</p> <p>PB 17-07 opened all of the existing ERGs in other DOI Bureaus to participation from FWS Employees. FWS Employees are active participants in ERGs such as FAPAC and NAHE. FWS promoted an ERG Open House in May 2018 for employees. The D&R communication plan includes promoting opportunities for employees to connect to resource groups. The Diversity Program Manager provides information in all employee messages, monthly observances, and as part of the Advanced Supervision training at National Conservation Training Center (NCTC), to promote participation in ERGs.</p>
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STATEMENT OF CONDITION THAT WAS A TRIGGER FOR A POTENTIAL BARRIER: Provide a brief narrative describing the condition at issue. How was the condition recognized as a potential barrier?	Voluntary and Involuntary Separations • Voluntary Separations of PWD were higher than expected – 95 of PWD voluntarily separated as compared to the inclusion benchmark of about 74 • Voluntary Separations of PWTD were higher than expected – 21 of PWTD voluntarily separated as compared to the inclusion benchmark of about 15 • Involuntary Separations of PWD were higher than expected – 5 of PWD involuntarily separated as compared to the inclusion benchmark of about 2 • Involuntary Separations of PWTD were higher than expected – 2 of PWTD involuntarily separated as compared to the inclusion benchmark of about 0.4									
STATEMENT OF BARRIER GROUPS:	Barrier Group People with Disabilities People with Targeted Disabilities									
BARRIER ANALYSIS: Provide a description of the steps taken and data analyzed to determine cause of the condition.										
STATEMENT OF IDENTIFIED BARRIER: Provide a succinct statement of the agency policy, procedure or practice that has been determined to be the barrier of the undesired condition.	Inconsistent and decentralized recruitment and selection practices have negatively influenced the ability of FWS to meet its D&I goals and effectively shape its workforce									
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11/30/2018	Roll out Dignity and Respect (D&R) Campaign.	Yes		11/30/2018
05/31/2019	Increase the engagement of D&I events FWS-wide and track engagement through performance indicators (feedback forms, participation rates, and satisfaction) in the form of a live online dashboard.	Yes		
06/30/2019	Support the participation and development of Employee Resource Groups (ERGs) at FWS level to build on progress made at the Department level by increasing outreach efforts to all employees explaining how Personnel Bulletin 17-07 on Employee Groups impacts them.	Yes		
06/30/2019	Conduct an After-Action Review of the January 2019 National Hiring Initiative.	Yes		
06/01/2019	Present workplace culture and accountability communication strategy to FWS Directorate.	Yes		
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STATEMENT OF IDENTIFIED BARRIER: Provide a succinct statement of the agency policy, procedure or practice that has been determined to be the barrier of the undesired condition.	
Diversity and Inclusion (D&I) is facing resistance from the existing organizational culture. Misinformation, perceptions and resistance to the perspective of others have not been addressed, and are undermining or limiting the effectiveness of D&I initiatives. D&I initiatives also face resistance due to perceived unintended consequences related to equal employment opportunity mandates	

Objective	Begin roll out of a communication strategy that reduces organizational resistance to D&I goals and initiatives and addresses organizational accountability			
	Date Objective Initiated	Aug 31, 2018		
	Target Date For Completion Of Objective	Sep 30, 2019		
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STATEMENT OF IDENTIFIED BARRIER: Provide a succinct statement of the agency policy, procedure or practice that has been determined to be the barrier of the undesired condition.	<p>A history of inconsistent and disconnected communications strategy on the D&I plan and core values is inhibiting FWS-wide understanding and buy-in</p>

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2018	<p>Promote opportunities for employees to connect to employee resource groups (ERGs). In FY 2018, FWS supported the Department of the Interior’s (DOI) new Personnel Bulletin on Employee Groups (PB 17-07) which established procedures for employees to request certification for new ERGs. PB 17-07 opened all the existing ERGs in other DOI Bureaus to participation from FWS Employees. FWS Employees are active participants in ERGs such as FAPAC and NAHE. FWS promoted an ERG Open House in May 2018 to its employees. The D&R Campaign communication plan includes promoting opportunities for employees to connect to resource groups. The Diversity Program Manager provides information in all employee messages, monthly observances, and speaks to current supervisors that are training at NCTC about promoting participation in ERGs.</p>
2018	<p>Assess current state of employment brand and communication for candidates. As a result of the reorganization of ODIWM to a national enterprise, the Recruitment Team now speaks to external candidates with centrally vetted messages, a departure from the fragmented communications of the previous business model. The recruitment team keeps a central database, which includes contacts from natural resources departments, student affinity groups, and professional organizations representing diverse groups including veterans and individuals with disabilities. This database consists of 600 professional contacts, including the 191 contacts with veterans and other disability organizations. The database also contains contact info of 1200 current and graduate students interested in receiving information about FWS opportunities. Instead of sending many individual announcement messages, the team sends one message that includes a link to all FWS positions currently open. This ensures consistency of information to a diverse number of contacts. Periodically, the recruiters will send messages that include information on scholarship and federal research opportunities. Messages include information about careers at FWS, and a link to the Human Capital site which includes information about benefits, pay and leave, work/life programs, and FWS social media (e.g. Facebook, Twitter). Each message has a link to an online sign-up sheet to maximize the potential of reaching new candidates long-term if the messages are shared outside the contacts within the existing database.</p>
BARRIER ANALYSIS: Provide a description of the steps taken and data analyzed to determine cause of the condition.	
STATEMENT OF IDENTIFIED BARRIER: Provide a succinct statement of the agency policy, procedure or practice that has been determined to be the barrier of the undesired condition.	<p>Women, minorities, and people with disabilities perceive a lack of fairness throughout their employment cycle at FWS</p>

Objective	Begin roll out of a communication strategy that reduces organizational resistance to D&I goals and initiatives and addresses organizational accountability			
	Date Objective Initiated	Aug 31, 2018		
	Target Date For Completion Of Objective	Sep 30, 2019		
	Launch a National Hiring Initiative for jobs in the GS-401, 482, 485, and 486 series			
	Date Objective Initiated	Aug 31, 2018		
	Target Date For Completion Of Objective	Sep 30, 2019		
Responsible Officials	Julia Bumbaca Diversity Program Manager James W. Kurth Deputy Director Margaret Everson Principal Deputy Director, Exercising the Authority of the Director Inez Uhl EEO Director Ronald Niemann EEO Complaints Manager Bill Fuller Accountability Officer Rebekah Giddings Deputy Assistant Director for Budget, Planning and Human Capital Hector Zarate EEO Specialist			
Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Staffing & Funding (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
08/31/2018	Promote opportunities for employees to connect to employee resource groups.	Yes		08/31/2018
09/30/2018	Develop objectives for the Targeted Recruitment Team.	Yes		06/30/2018
10/31/2018	Develop communications on topics to address “myth busting” and common misperceptions.	Yes		07/31/2018
10/31/2018	Encourage supervisors to cover professional development topics with all employees.	Yes		10/31/2018
11/30/2018	Assess current state of employment brand and communication for candidates.	Yes		09/30/2018
11/30/2018	Roll out Dignity and Respect (D&R) Campaign.	Yes		11/30/2018
05/31/2019	Increase the engagement of D&I events FWS-wide and track engagement through performance indicators (feedback forms, participation rates, and satisfaction) in the form of a live online dashboard.	Yes		
06/30/2019	Support the participation and development of Employee Resource Groups (ERGs) at FWS level to build on progress made at the Department level by increasing outreach efforts to all employees explaining how Personnel Bulletin 17-07 on Employee Groups impacts them.	Yes		
06/30/2019	Conduct an After-Action Review of the January 2019 National Hiring Initiative.	Yes		
06/01/2019	Present workplace culture and accountability communication strategy to FWS Directorate.	Yes		
09/30/2019	The Barrier Analysis Team will conduct interviews and focus groups with PWD and PWTB occupying permanent positions to assess employee satisfaction, career development, and retention risks.	Yes		

Fiscal Year	Accomplishments
2018	<p>Develop objectives for the Targeted Recruitment Team (TRT). The TRT objectives are:</p> <ul style="list-style-type: none"> • Identify any barriers in recruitment and hiring • Improve targeted recruitment efforts by addressing any barriers with inconsistent and decentralized recruitment, interview, and selection processes • Identify, share, and implement successful techniques for targeted recruitment. • Report outcomes to the Chief, ODIWM • Support efforts for implementing the internal communication strategy on the Diversity and Inclusion Implementation Plan and core values
2018	<p>Develop communications on topics to address “myth busting” and common misperceptions. In FY 2018, the Barrier Analysis Team identified the topics and designed a communication plan tentatively titled Inspiring and Modeling Excellence in the Workforce to inform and engage employees at all levels of the organization and to emphasize their collective role in creating an accountable, positive, and productive workplace culture. It emphasizes broad themes that dovetail with other campaigns targeting workplace culture (such as Dignity & Respect and Anti-Harassment). The campaign will be presented to the Directorate, FWS as part of the annual Barrier Analysis Team briefing.</p>
2018	<p>Roll out D&R Campaign. In FY 2018, the Directorate, FWS approved the use of resources to kick start the design of an FWS-wide D&R campaign. The goal of the campaign is to build and sustain a better, more inclusive workplace. The DCAs designed a communication plan for a D&R campaign in collaboration with External Affairs and Office of Diversity and Inclusive Workforce Management. FWS identified Jody Holworth, Deputy Regional Director, Pacific Region, to lead the campaign. The roll out of the campaign began with a presentation to the Directorate, FWS and their Deputies. Headquarters and Regional External Affairs staff will coordinate on communication efforts for the rollout.</p>
2018	<p>Encourage supervisors to cover professional development topics with all employees. The Diversity Program Manager speaks to current supervisors training at NCTC about improving access to professional development opportunities for all employees. NCTC sent a message to all employees reminding them to complete an Individual Development Plan (IDP) along with an interactive course guide to help employees design the best plan for their desired competencies. In FY 2018, professional development was the focus of special emphasis observance events. These events were broadcasted live across FWS as result of the reorganization of ODIWM to a national enterprise. The D&R Campaign communication plan includes promoting the professional development of all employees.</p>
2018	<p>Promote opportunities for employees to connect to employee resource groups (ERGs). In FY 2018, FWS supported the Department of the Interior’s (DOI) new Personnel Bulletin on Employee Groups (PB 17-07) which established procedures for employees to request certification for new ERGs. PB 17-07 opened all the existing ERGs in other DOI Bureaus to participation from FWS Employees. FWS Employees are active participants in ERGs such as FAPAC and NAHE. FWS promoted an ERG Open House in May 2018 to its employees. The D&R Campaign communication plan includes promoting opportunities for employees to connect to resource groups. The Diversity Program Manager provides information in all employee messages, monthly observances, and speaks to current supervisors that are training at NCTC about promoting participation in ERGs.</p>
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STATEMENT OF CONDITION THAT WAS A TRIGGER FOR A POTENTIAL BARRIER:	The PWD among qualified internal applicants (3.3%) to the Grade GS-14 is below the relevant pool of 8.1%. However, the relevant pool includes all GS-13, some of whom may not be qualified.									
Provide a brief narrative describing the condition at issue.										
How was the condition recognized as a potential barrier?										
STATEMENT OF BARRIER GROUPS:	Barrier Group People with Disabilities									
BARRIER ANALYSIS:										
Provide a description of the steps taken and data analyzed to determine cause of the condition.										
STATEMENT OF IDENTIFIED BARRIER:	A history of inconsistent and disconnected communications strategy on the D&I plan and core values is inhibiting FWS-wide understanding and buy-in									
Provide a succinct statement of the agency policy, procedure or practice that has been determined to be the barrier of the undesired condition.										
Objective	Increase communication on reasonable accommodation processes and resources available <table border="1" data-bbox="488 928 1495 1285"> <tr> <td data-bbox="488 928 651 980"> Date Objective Initiated </td> <td data-bbox="651 928 1495 980"> Aug 31, 2018 </td> </tr> <tr> <td data-bbox="488 987 651 1060"> Target Date For Completion Of Objective </td> <td data-bbox="651 987 1495 1060"> Jun 1, 2019 </td> </tr> </table> Begin roll out of a communication strategy that reduces organizational resistance to D&I goals and initiatives and addresses organizational accountability <table border="1" data-bbox="488 1138 1495 1285"> <tr> <td data-bbox="488 1138 651 1190"> Date Objective Initiated </td> <td data-bbox="651 1138 1495 1190"> Aug 31, 2018 </td> </tr> <tr> <td data-bbox="488 1197 651 1270"> Target Date For Completion Of Objective </td> <td data-bbox="651 1197 1495 1270"> Jun 1, 2019 </td> </tr> </table>		Date Objective Initiated	Aug 31, 2018	Target Date For Completion Of Objective	Jun 1, 2019	Date Objective Initiated	Aug 31, 2018	Target Date For Completion Of Objective	Jun 1, 2019
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Target Date For Completion Of Objective	Jun 1, 2019									
Date Objective Initiated	Aug 31, 2018									
Target Date For Completion Of Objective	Jun 1, 2019									
Responsible Officials	Margaret Everson Principal Deputy Director, Exercising the Authority of the Director EEO Director Inez Uhl Bill Fuller Accountability Officer Ronald Niemann EEO Complaints Manager Julia Bumbaca Diversity Program Manager Hector Zarate EEO Specialist James W. Kurth Deputy Director Rebekah Giddings Deputy Assistant Director for Budget, Planning and Human Capital									

Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Staffing & Funding (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
08/31/2018	Promote opportunities for employees to connect to employee resource groups.	Yes		08/31/2018
09/30/2018	Develop objectives for the Targeted Recruitment Team.	Yes		06/30/2018
10/31/2018	Develop communications on topics to address “myth busting” and common misperceptions.	Yes		07/31/2018
10/31/2018	Encourage supervisors to cover professional development topics with all employees.	Yes		10/31/2018
11/30/2018	Assess current state of employment brand and communication for candidates.	Yes		09/30/2018
11/30/2018	Roll out D&R Campaign.	Yes		11/30/2018
05/31/2019	Increase the engagement of Diversity and Inclusion events FWS-wide and track that engagement through performance indicators (feedback forms, participation rates, and satisfaction) in the form of a live online dashboard.	Yes		
06/30/2019	Support the participation and development of Employee Resource Groups (ERGs) at FWS level to build on progress made at the Department level by increasing outreach efforts to all employees explaining how Personnel Bulletin 17-07 on Employee Groups impacts them.	Yes		
06/30/2019	Conduct an After-Action Review of the January 2019 National Hiring Initiative.	Yes		
06/01/2019	Present workplace culture and accountability communication strategy to FWS Directorate.	Yes		

Fiscal Year	Accomplishments
2018	<p>Roll out D&R Campaign.</p> <p>In FY 2018, the Directorate, FWS approved the use of resources to kick start the design of an FWS-wide D&R campaign. The goal of the campaign is to build and sustain a better, more inclusive workplace. The DCAs designed a communication plan for a D&R campaign in collaboration with External Affairs and ODIWM. FWS identified Jody Holzworth, Deputy Regional Director, Pacific Region, to lead the campaign. The roll out of the campaign began with a presentation to the Directorate, FWS and their Deputies. Headquarters and Regional External Affairs staff will coordinate on communication efforts for the rollout.</p>
2018	<p>Develop communications on topics to address “myth busting” and common misperceptions.</p> <p>In FY 2018, the Barrier Analysis Team identified the topics and designed a communication plan tentatively titled Inspiring and Modeling Excellence in the Workforce to inform and engage employees at all levels of the organization and to emphasize their collective role in creating an accountable, positive, and productive workplace culture. It emphasizes broad themes that dovetail with other campaigns targeting workplace culture (such as Dignity & Respect and Anti-Harassment). The campaign will be presented to the Directorate, FWS as part of the annual Barrier Analysis Team briefing.</p>
2018	<p>Promote opportunities for employees to connect to employee resource groups (ERGs).</p> <p>In FY 2018, FWS supported the Department of the Interior’s (DOI) new Personnel Bulletin on Employee Groups (PB 17-07) which established procedures for employees to request certification for new ERGs. PB 17-07 opened all of the existing ERGs in other DOI Bureaus to participation from FWS Employees. FWS Employees are active participants in ERGs such as FAPAC and NAHE. FWS promoted an ERG Open House in May 2018 to its employees. The D&R Campaign communication plan includes promoting opportunities for employees to connect to resource groups. The Diversity Program Manager provides information in all employee messages, monthly observances, and speaks to current supervisors training at NCTC about promoting participation in ERGs.</p>
2018	<p>Encourage supervisors to cover professional development topics with all employees.</p> <p>The Diversity Program Manager speaks to current supervisors training at NCTC about improving access to professional development opportunities for all employees. NCTC sent a message to all employees reminding them to complete an Individual Development Plan (IDP) along with an interactive course guide to help employees design the best plan for their desired competencies. In FY 2018, professional development was the focus of special emphasis observance events. These events were broadcasted live across FWS as result of the reorganization of ODIWM to a national enterprise. The D&R Campaign communication plan includes promoting the professional development of all employees.</p>
2018	<p>Develop objectives for the Targeted Recruitment Team (TRT).</p> <p>The TRT objectives are:</p> <ul style="list-style-type: none"> • Identify any barriers in recruitment and hiring • Improve targeted recruitment efforts by addressing any barriers with inconsistent and decentralized recruitment, interview, and selection processes • Identify, share, and implement successful techniques for targeted recruitment. • Report outcomes to the Chief, ODIWM • Support efforts for implementing the internal communication strategy on the Diversity and Inclusion Implementation Plan and core values
2018	<p>Assess current state of employment brand and communication for candidates.</p> <p>As a result of the reorganization of ODIWM to a national enterprise, the Recruitment Team now speaks to external candidates with centrally vetted messages, a departure from the fragmented communications of the previous business model. The recruitment team keeps a central database, which includes contacts from natural resources departments, student affinity groups, and professional organizations representing diverse groups including veterans and individuals with disabilities. This database consists of 600 professional contacts, including the 191 contacts with veterans and other disability organizations. The database also contains contact info of 1200 current and graduate students interested in receiving information about FWS opportunities. Instead of sending many individual announcement messages, the team sends one message that includes a link to all FWS positions currently open. This ensures consistency of information to a diverse number of contacts. Periodically, the recruiters will send messages that include information on scholarship and federal research opportunities. Messages include information about careers at FWS, and a link to the Human Capital site which includes information about benefits, pay and leave, work/life programs, and FWS social media (e.g. Facebook, Twitter). Each message has a link to an online sign-up sheet to maximize the potential of reaching new candidates long-term if the messages are shared outside the contacts within the existing database.</p>
<p>BARRIER ANALYSIS:</p> <p>Provide a description of the steps taken and data analyzed to determine cause of the condition.</p>	
<p>STATEMENT OF IDENTIFIED BARRIER:</p> <p>Provide a succinct statement of the agency policy, procedure or practice that has been determined to be the barrier of the undesired condition.</p>	<p>Women, minorities, and people with disabilities perceive a lack of fairness throughout their employment cycle at FWS</p>

Objective	Increase communication on reasonable accommodation processes and resources available			
	Date Objective Initiated	Aug 31, 2018		
	Target Date For Completion Of Objective	Jun 1, 2019		
	Begin roll out of a communication strategy that reduces organizational resistance to D&I goals and initiatives and addresses organizational accountability			
	Date Objective Initiated	Aug 31, 2018		
	Target Date For Completion Of Objective	Jun 1, 2019		
Responsible Officials	Margaret Everson Principal Deputy Director, Exercising the Authority of the Director EEO Director Inez Uhl Bill Fuller Accountability Officer Ronald Niemann EEO Complaints Manager Julia Bumbaca Diversity Program Manager Hector Zarate EEO Specialist James W. Kurth Deputy Director Rebekah Giddings Deputy Assistant Director for Budget, Planning and Human Capital			
Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Staffing & Funding (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
08/31/2018	Promote opportunities for employees to connect to employee resource groups.	Yes		08/31/2018
09/30/2018	Develop objectives for the Targeted Recruitment Team.	Yes		06/30/2018
10/31/2018	Develop communications on topics to address “myth busting” and common misperceptions.	Yes		07/31/2018
10/31/2018	Encourage supervisors to cover professional development topics with all employees.	Yes		10/31/2018
11/30/2018	Assess current state of employment brand and communication for candidates.	Yes		09/30/2018
11/30/2018	Roll out D&R Campaign.	Yes		11/30/2018
05/31/2019	Increase the engagement of Diversity and Inclusion events FWS-wide and track that engagement through performance indicators (feedback forms, participation rates, and satisfaction) in the form of a live online dashboard.	Yes		
06/30/2019	Support the participation and development of Employee Resource Groups (ERGs) at FWS level to build on progress made at the Department level by increasing outreach efforts to all employees explaining how Personnel Bulletin 17-07 on Employee Groups impacts them.	Yes		
06/30/2019	Conduct an After-Action Review of the January 2019 National Hiring Initiative.	Yes		
06/01/2019	Present workplace culture and accountability communication strategy to FWS Directorate.	Yes		

Fiscal Year	Accomplishments
2018	<p>Roll out D&R Campaign.</p> <p>In FY 2018, the Directorate, FWS approved the use of resources to kick start the design of an FWS-wide D&R campaign. The goal of the campaign is to build and sustain a better, more inclusive workplace. The DCAs designed a communication plan for a D&R campaign in collaboration with External Affairs and ODIWM. FWS identified Jody Holzworth, Deputy Regional Director, Pacific Region, to lead the campaign. The roll out of the campaign began with a presentation to the Directorate, FWS and their Deputies. Headquarters and Regional External Affairs staff will coordinate on communication efforts for the rollout.</p>
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2018	<p>Develop objectives for the Targeted Recruitment Team (TRT).</p> <p>The TRT objectives are:</p> <ul style="list-style-type: none"> • Identify any barriers in recruitment and hiring • Improve targeted recruitment efforts by addressing any barriers with inconsistent and decentralized recruitment, interview, and selection processes • Identify, share, and implement successful techniques for targeted recruitment. • Report outcomes to the Chief, ODIWM • Support efforts for implementing the internal communication strategy on the Diversity and Inclusion Implementation Plan and core values
2018	<p>Assess current state of employment brand and communication for candidates.</p> <p>As a result of the reorganization of ODIWM to a national enterprise, the Recruitment Team now speaks to external candidates with centrally vetted messages, a departure from the fragmented communications of the previous business model. The recruitment team keeps a central database, which includes contacts from natural resources departments, student affinity groups, and professional organizations representing diverse groups including veterans and individuals with disabilities. This database consists of 600 professional contacts, including the 191 contacts with veterans and other disability organizations. The database also contains contact info of 1200 current and graduate students interested in receiving information about FWS opportunities. Instead of sending many individual announcement messages, the team sends one message that includes a link to all FWS positions currently open. This ensures consistency of information to a diverse number of contacts. Periodically, the recruiters will send messages that include information on scholarship and federal research opportunities. Messages include information about careers at FWS, and a link to the Human Capital site which includes information about benefits, pay and leave, work/life programs, and FWS social media (e.g. Facebook, Twitter). Each message has a link to an online sign-up sheet to maximize the potential of reaching new candidates long-term if the messages are shared outside the contacts within the existing database.</p>
<p>BARRIER ANALYSIS:</p> <p>Provide a description of the steps taken and data analyzed to determine cause of the condition.</p>	
<p>STATEMENT OF IDENTIFIED BARRIER:</p> <p>Provide a succinct statement of the agency policy, procedure or practice that has been determined to be the barrier of the undesired condition.</p>	<p>Inconsistent and decentralized recruitment and selection practices have negatively influenced the ability of FWS to meet its D&I goals and effectively shape its workforce</p>

Objective	Increase communication on reasonable accommodation processes and resources available			
	Date Objective Initiated	Aug 31, 2018		
	Target Date For Completion Of Objective	Jun 1, 2019		
	Begin roll out of a communication strategy that reduces organizational resistance to D&I goals and initiatives and addresses organizational accountability			
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Responsible Officials	Margaret Everson Principal Deputy Director, Exercising the Authority of the Director EEO Director Inez Uhl Bill Fuller Accountability Officer Ronald Niemann EEO Complaints Manager Julia Bumbaca Diversity Program Manager Hector Zarate EEO Specialist James W. Kurth Deputy Director Rebekah Giddings Deputy Assistant Director for Budget, Planning and Human Capital			
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11/30/2018	Assess current state of employment brand and communication for candidates.	Yes		09/30/2018
11/30/2018	Roll out D&R Campaign.	Yes		11/30/2018
05/31/2019	Increase the engagement of Diversity and Inclusion events FWS-wide and track that engagement through performance indicators (feedback forms, participation rates, and satisfaction) in the form of a live online dashboard.	Yes		
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2018	<p>Assess current state of employment brand and communication for candidates.</p> <p>As a result of the reorganization of ODIWM to a national enterprise, the Recruitment Team now speaks to external candidates with centrally vetted messages, a departure from the fragmented communications of the previous business model. The recruitment team keeps a central database, which includes contacts from natural resources departments, student affinity groups, and professional organizations representing diverse groups including veterans and individuals with disabilities. This database consists of 600 professional contacts, including the 191 contacts with veterans and other disability organizations. The database also contains contact info of 1200 current and graduate students interested in receiving information about FWS opportunities. Instead of sending many individual announcement messages, the team sends one message that includes a link to all FWS positions currently open. This ensures consistency of information to a diverse number of contacts. Periodically, the recruiters will send messages that include information on scholarship and federal research opportunities. Messages include information about careers at FWS, and a link to the Human Capital site which includes information about benefits, pay and leave, work/life programs, and FWS social media (e.g. Facebook, Twitter). Each message has a link to an online sign-up sheet to maximize the potential of reaching new candidates long-term if the messages are shared outside the contacts within the existing database.</p>
<p>BARRIER ANALYSIS:</p> <p>Provide a description of the steps taken and data analyzed to determine cause of the condition.</p> <p>STATEMENT OF IDENTIFIED BARRIER:</p> <p>Provide a succinct statement of the agency policy, procedure or practice that has been determined to be the barrier of the undesired condition.</p>	
<p>D&I is facing resistance from the existing organizational culture. Misinformation, perceptions and resistance to the perspective of others have not been addressed, and are undermining or limiting the effectiveness of D&I initiatives. D&I initiatives also face resistance due to perceived unintended consequences related to equal employment opportunity mandates</p>	

Objective	Increase communication on reasonable accommodation processes and resources available			
	Date Objective Initiated	Aug 31, 2018		
	Target Date For Completion Of Objective	Jun 1, 2019		
	Begin roll out of a communication strategy that reduces organizational resistance to D&I goals and initiatives and addresses organizational accountability			
	Date Objective Initiated	Aug 31, 2018		
	Target Date For Completion Of Objective	Jun 1, 2019		
Responsible Officials	Margaret Everson Principal Deputy Director, Exercising the Authority of the Director EEO Director Inez Uhl Bill Fuller Accountability Officer Ronald Niemann EEO Complaints Manager Julia Bumbaca Diversity Program Manager Hector Zarate EEO Specialist James W. Kurth Deputy Director Rebekah Giddings Deputy Assistant Director for Budget, Planning and Human Capital			
Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Staffing & Funding (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
08/31/2018	Promote opportunities for employees to connect to employee resource groups.	Yes		08/31/2018
09/30/2018	Develop objectives for the Targeted Recruitment Team.	Yes		06/30/2018
10/31/2018	Develop communications on topics to address “myth busting” and common misperceptions.	Yes		07/31/2018
10/31/2018	Encourage supervisors to cover professional development topics with all employees.	Yes		10/31/2018
11/30/2018	Assess current state of employment brand and communication for candidates.	Yes		09/30/2018
11/30/2018	Roll out D&R Campaign.	Yes		11/30/2018
05/31/2019	Increase the engagement of Diversity and Inclusion events FWS-wide and track that engagement through performance indicators (feedback forms, participation rates, and satisfaction) in the form of a live online dashboard.	Yes		
06/30/2019	Support the participation and development of Employee Resource Groups (ERGs) at FWS level to build on progress made at the Department level by increasing outreach efforts to all employees explaining how Personnel Bulletin 17-07 on Employee Groups impacts them.	Yes		
06/30/2019	Conduct an After-Action Review of the January 2019 National Hiring Initiative.	Yes		
06/01/2019	Present workplace culture and accountability communication strategy to FWS Directorate.	Yes		

Fiscal Year	Accomplishments
2018	<p>Roll out D&R Campaign.</p> <p>In FY 2018, the Directorate, FWS approved the use of resources to kick start the design of an FWS-wide D&R campaign. The goal of the campaign is to build and sustain a better, more inclusive workplace. The DCAs designed a communication plan for a D&R campaign in collaboration with External Affairs and ODIWM. FWS identified Jody Holzworth, Deputy Regional Director, Pacific Region, to lead the campaign. The roll out of the campaign began with a presentation to the Directorate, FWS and their Deputies. Headquarters and Regional External Affairs staff will coordinate on communication efforts for the rollout.</p>
2018	<p>Develop communications on topics to address “myth busting” and common misperceptions.</p> <p>In FY 2018, the Barrier Analysis Team identified the topics and designed a communication plan tentatively titled Inspiring and Modeling Excellence in the Workforce to inform and engage employees at all levels of the organization and to emphasize their collective role in creating an accountable, positive, and productive workplace culture. It emphasizes broad themes that dovetail with other campaigns targeting workplace culture (such as Dignity & Respect and Anti-Harassment). The campaign will be presented to the Directorate, FWS as part of the annual Barrier Analysis Team briefing.</p>
2018	<p>Promote opportunities for employees to connect to employee resource groups (ERGs).</p> <p>In FY 2018, FWS supported the Department of the Interior’s (DOI) new Personnel Bulletin on Employee Groups (PB 17-07) which established procedures for employees to request certification for new ERGs. PB 17-07 opened all of the existing ERGs in other DOI Bureaus to participation from FWS Employees. FWS Employees are active participants in ERGs such as FAPAC and NAHE. FWS promoted an ERG Open House in May 2018 to its employees. The D&R Campaign communication plan includes promoting opportunities for employees to connect to resource groups. The Diversity Program Manager provides information in all employee messages, monthly observances, and speaks to current supervisors training at NCTC about promoting participation in ERGs.</p>
2018	<p>Encourage supervisors to cover professional development topics with all employees.</p> <p>The Diversity Program Manager speaks to current supervisors training at NCTC about improving access to professional development opportunities for all employees. NCTC sent a message to all employees reminding them to complete an Individual Development Plan (IDP) along with an interactive course guide to help employees design the best plan for their desired competencies. In FY 2018, professional development was the focus of special emphasis observance events. These events were broadcasted live across FWS as result of the reorganization of ODIWM to a national enterprise. The D&R Campaign communication plan includes promoting the professional development of all employees.</p>
2018	<p>Develop objectives for the Targeted Recruitment Team (TRT).</p> <p>The TRT objectives are:</p> <ul style="list-style-type: none"> • Identify any barriers in recruitment and hiring • Improve targeted recruitment efforts by addressing any barriers with inconsistent and decentralized recruitment, interview, and selection processes • Identify, share, and implement successful techniques for targeted recruitment. • Report outcomes to the Chief, ODIWM • Support efforts for implementing the internal communication strategy on the Diversity and Inclusion Implementation Plan and core values
2018	<p>Assess current state of employment brand and communication for candidates.</p> <p>As a result of the reorganization of ODIWM to a national enterprise, the Recruitment Team now speaks to external candidates with centrally vetted messages, a departure from the fragmented communications of the previous business model. The recruitment team keeps a central database, which includes contacts from natural resources departments, student affinity groups, and professional organizations representing diverse groups including veterans and individuals with disabilities. This database consists of 600 professional contacts, including the 191 contacts with veterans and other disability organizations. The database also contains contact info of 1200 current and graduate students interested in receiving information about FWS opportunities. Instead of sending many individual announcement messages, the team sends one message that includes a link to all FWS positions currently open. This ensures consistency of information to a diverse number of contacts. Periodically, the recruiters will send messages that include information on scholarship and federal research opportunities. Messages include information about careers at FWS, and a link to the Human Capital site which includes information about benefits, pay and leave, work/life programs, and FWS social media (e.g. Facebook, Twitter). Each message has a link to an online sign-up sheet to maximize the potential of reaching new candidates long-term if the messages are shared outside the contacts within the existing database.</p>

4. Please explain the factor(s) that prevented the agency from timely completing any of the planned activities.

N/A

5. For the planned activities that were completed, please describe the actual impact of those activities toward eliminating the barrier(s).

• FWS established a Targeted Recruitment Team and consolidated its team of Workforce Recruiters to prepare for a national hiring

initiative that will improve the application and selection of people with disabilities into the organization. This effort will provide new recruitment data for the next barrier analysis cycle. The consolidation of the Workforce Recruiters has increased the capacity of FWS to communicate with external organizations with improved employer branding • The D&R Campaign will build on efforts to build a culture of civility and fairness in the workforce. In surveys, individuals with disabilities in FWS are less likely to rate their work environment as well as management commitment to diversity positively when compared to individuals without disabilities. The D&R campaign will send a clear message from the highest levels of leadership that an inclusive workplace environment matters • The issuing of Personnel Bulletin on Employee Groups (PB 17-07) provides a foundation for future utilization of Employee Resource Groups (ERGs) to further drive culture change and empower employees who may feel like they are not part of the dominant culture. The establishment of clear certification procedures for new ERGs will promote the creation of ERGs at the bureau level to build on progress made at the department level • The Barrier Analysis Team (BAT) designed key messages and objectives for a communication campaign that will ensure that efforts to improve workplace culture are sustainable in order to lower resistance to D&I initiatives. The communication campaign designed by the BAT will be presented to the Directorate, FWS as part of the annual Barrier Analysis Team briefing • An analysis of the Employee Exit Survey and the Federal Employee Viewpoint Survey (FEVS) indicates that career development opportunities are a salient concern for people with disabilities. NCTC and ODIWM continue to highlight the importance of career development opportunities for all employees as it relates to D&I in the organization. Providing maximum opportunities for all employees to advance reassures the organization that leadership is taking action based on their feedback • Employer branding has improved as a result of the consolidation of the Recruitment Team. The team now speaks to external candidates with centrally vetted messages, a departure from the fragmented communications of the previous business model. The recruitment team keeps a central database, which includes contacts from natural resources departments, student affinity groups, and professional organizations representing diverse groups including veterans and individuals with disabilities

6. If the planned activities did not correct the trigger(s) and/or barrier(s), please describe how the agency intends to improve the plan for the next fiscal year.

In FY 2019, FWS will increase the focus of its barrier analysis efforts for people with disabilities and people with targeted disabilities by collecting more data in the form of focus groups and interviews. FWS will send out all-employee communications on reasonable accommodation processes, resources, and the Disability Program Manager's contact information. This action will help in the removal of the identified barrier of insufficient supervisor understanding of reasonable accommodation process and resources. In addition, FWS will conduct an After-Action Review of its upcoming National Hiring Initiative to track progress and look for future improvements in recruitment and selection processes.